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CWLA
SALARY STUDY 1987

with predictions for 1988 and 1989

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&
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Child Welfare League of America
Washington, DC

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CONTENTS

List of Tables *v*

Introduction
Findings 1
Using This Report 1

1987 Salary Study Tables
Section I—Trends and Comparisons 5–13
Section II—Detailed Salary Tables 14–41
Section III—Descriptions of Participating Agencies 42–49

Appendix
Description of Positions and Corresponding Table References 50

List of Tables

Table I–A
Median Salary and Percentage Change for 23 Positions (U.S. Voluntary Agencies) 5
Table I–B
Selected Child Welfare Positions That Lost More Than Ten Percent In Buying Power Between 1975 and 1987 11
Table I–C
Comparison of Median Annual Salaries of Child Welfare Workers (U.S. Voluntary Agencies) and Other Selected Positions 12
Table II–A(1)
Executive Directors' Salaries By Type of Agency (All Agencies) 14
Table II–A(2)
Executive Directors' Salaries By Selected Other Variables (U.S. Voluntary Agencies) 15
Table II–B(1)
Assistant Executive Directors' Salaries By Type of Agency (All Agencies) 16
Table II–B(2)
Assistant Executive Directors' Salaries By Selected Other Variables (U.S. Voluntary Agencies) 17
Table II–C(1)
Casework Directors' Salaries By Type of Agency (All Agencies) 18
Table II–C(2)
Casework Directors' Salaries By Selected Other Variables (U.S. Voluntary Agencies) 19
Table II–D(1)
District Directors' Salaries By Type of Agency (All Agencies) 20
Table II–D(2)
District Directors' Salaries By Census Region (U.S. Voluntary Agencies) 21
Table II–E(1)
Supervisors' Salaries By Type of Agency (All Agencies) 22
Table II–E(2)
Supervisors' Salaries By Census Region (U.S. Voluntary Agencies) 23
Table II–F(1)
Social Work Practitioners' Salaries By Type of Agency 24
Table II–F(2)
Salaries of Social Work Practitioners With M.S.W. By Census Region and Staff Size (U.S. Voluntary Agencies) 25
Table II–F(3.1)
Trends in Salaries Paid to Social Work Practitioners With M.S.W. Degrees (Voluntary Agencies) 26
Table II–F(3.2)
Trends in Salaries Paid to Social Work Practitioners With Some Graduate Education (Voluntary Agencies) 27
Table II–F(3.3)
Trends in Salaries Paid to Social Work Practitioners With Other Graduate Degree (Voluntary Agencies) 28
Table II–F(3.4)
Trends in Salaries Paid to Social Work Practitioners With No Graduate Education (Voluntary Agencies) 29
Table II–G(1)
Social Work Assistants' Salaries By Type of Agency (All Agencies) 30

Table II–G(2)
Social Work Assistants' Salaries By Census Region (U.S. Voluntary Agencies) 31
Table II–G(3)
Trends in Salaries Paid to Social Work Assistants (U.S. Voluntary Agencies) 32
Table II–H(1)
Child Care Workers' Salaries By Type of Agency (All Agencies) 33
Table II–H(2)
Child Care Workers' Salaries By Census Region (U.S. Voluntary Agencies) 34
Table II–H(3)
Trends in Salaries Paid to Child Care workers (U.S. Voluntary Agencies) 35
Table II–I(1)
Recreation Workers' Salaries By Type of Agency (All Agencies) 36
Table II–I(2)
Recreation Workers' Salaries By Census Region (U.S. Voluntary Agencies) 37
Table II–I(3)
Trends in Salaries Paid to Recreation Workers (U.S. Voluntary Agencies) 38
Table II–J(1)
Residential Supervisors' Salaries By Type of Agency (All Agencies) 39
Table II–J(2)
Residential Supervisors' Salaries By Census Region (U.S. Voluntary Agencies) 40
Table II–J(3)
Trends in Salaries Paid to Residential Supervisors (U.S. Voluntary Agencies) 41
Table III–A
Types of Agencies Reporting (All Agencies) 42
Table III–B
Types of Agencies Reporting By Census Region 43
Table III–C
Staff Size of Agencies Reporting (All Agencies) 44
Table III–D
Agency Income of Agencies Reporting (All Agencies) 45
Table III–E
Types of Agencies Reporting By Population of Locale of Agency's Main Office 46
Table III–F
Total Number of Employees By Type of Agency 47

CWLA's Salary Study—1987 continues the Child Welfare League of America's service to the field by providing information on trends in salaries for child welfare workers. In January, 1987, 312 CWLA member agencies that provide direct service to children and their families were asked to submit information on the salaries paid to their professional child welfare employees as of January 1, 1987. Statewide public agencies were not included because of their size and diversity of positions. By June 15, 1987, 257 member agencies had responded to the request for information. This constitutes an 82% response rate. These agencies reported on almost 25,000 child welfare workers employed by agencies with budgets totaling close to one billion dollars.

Findings

In general, the median salaries of child welfare workers in U.S. voluntary agencies have kept pace with inflation since 1980. (See table I-A). Table I-A includes projections for median salaries for 1988 and 1989, based on the average yearly increase—5.5%—for all salaries between 1980 and 1987.

This positive news about most child welfare salaries is tempered by the finding that some positions have not recovered the losses in buying power resulting from the major inflationary period of the late 1970s. Table I-B lists those positions in U.S. voluntary agencies that have lost 10% or more in buying power since 1975. Of particular note are supervisors of practitioners, residential supervisors, social work practitioners with M.S.W. degrees, social work practitioners with some graduate education, and social work practitioners with no graduate education, who have lost over 15% in buying power during this time period.

Further discouraging news is presented in table I-C, which compares the salaries of child welfare workers in U.S. voluntary agencies with salaries of other selected positions. This table reveals that the median salary of social work practitioners with M.S.W.'s falls below the median salaries of most school teachers (who work for only nine months), mail carriers, firefighters, registered nurses, and auto salesmen. Further, teachers and recreation workers in child welfare settings make lower median salaries than teachers and recreation workers in other settings. Recreation workers, social work assistants/case aides, child care workers, and teaching staff in U.S. voluntary agencies have lower median incomes than garbage collectors. Agencies reported that the median minimum salary for social work practitioners with M.S.W. degrees was $17,000; their median maximum salary was $26,300.

These trends and comparisons of median salaries of child welfare workers may explain, at least in part, recent reports of increasing difficulties experienced by agencies in recruiting and retaining staff.

Using This Report

Data in this study are reported by three major groupings: U.S. voluntary agencies, U.S. public agencies, and Canadian agencies. Because of the number of U.S. voluntary agencies that reported (229), more detailed tables are available for them than for the other groups—U.S. public agencies and Canadian agencies—which had 18 agencies and 10 agencies reporting, respectively.

The public agency data should be carefully interpreted because almost 40% of the total full-time

salaries reported were contributed by one agency. Because of the large discrepancy in value between the U.S. dollar and that of Canada (.7539 on January 1, 1987), Canadian salaries are reported in both Canadian and U.S. dollars.

CWLA's Salary Study—1987 is organized into three sections. The first includes tables pertaining to overall trends and comparisons. The second section includes detailed analyses conducted for each position. The last section includes overall descriptions of the participating agencies, followed by detailed descriptions of all positions included in the study.

The major groups are analyzed by up to four variables: census region; staff size; agency income; and population of the locale of the agency's main office. The size of staff variable was computed for each agency by adding together the number of full-time and half of the part-time professional and administrative staff reported by each agency. Detailed trend data for social work practitioners, social work assistants, child care workers, recreation workers, and residential supervisors in U.S. voluntary agencies are also reported. In many cases, the number of salaries reported by U.S. public and Canadian agencies was not adequate for all possible analyses.

Data were not collected on the experience or other qualifications of any person receiving specific salaries, or on the fringe benefits associated with any reported salary. Thus, the findings from this study should only be used to estimate a salary range for a position, not a specific salary for the person filling it. To ease determination of the appropriate range, salaries are presented by lower quartile, median, and upper quartile. The lower quartile is a point below which 25% of the salaries fall and above which 75% of the salaries fall. The median is a point below which half of the salaries fall and above which half of the salaries fall. The upper quartile is a point below which 75% of the salaries fall and above which 25% of the salaries fall. A position requiring extensive experience would generally fall at or above the upper quartile, while an entry level position would probably fall at or below the lower quartile.

One should also examine all tables pertaining to a position. For example, to determine the salary range for an experienced casework director for a voluntary agency in a city of 300,000 in the South, with a budget of $2 million and a staff size of 50, one would start by listing the corresponding salaries for the upper quartile (see table II-C(2)). The upper quartile is used because the person is experienced. These salaries are: by region—$39,400; by population—$32,500; by budget—$38,600; and by staff size—$35,400. Consequently, the salary range would be between $32,500 and $39,400. If the person were highly experienced, the salary range would probably exceed $39,400 (since the upper quartile represents a point above which 25% of the salaries fall). Again, it is important to note that these figures provide only a salary range, not an absolute.

A similar formula is used to determine the salary of a person who has never been a casework director, seeking a position in a voluntary agency with a budget of $800,000 and a staff size of 15, in the North Central region in a city of 100,000. Because the person is inexperienced, one would list the associated salaries for the lower quartile. These salaries are: by region—$28,100; by population—$29,200; by budget—$21,500; and by staff size—$24,800. Consequently, the salary range would be between $21,500 and $28,100. Because the agency would probably have to compete for the person in the surrounding geographical area, the salary would most likely be toward the high end of the range, i.e., closer to the lower quartile salaries for region and population.

The Child Welfare League of America expresses its gratitude to its member agencies that participated in this study. An enormous amount of work was required on the part of agency staff to collect, compile and report these data. This task was accomplished within the context of ever-increasing demands for service by children and their families.

CWLA
Salary Study Tables

TABLE I–A
MEDIAN SALARY AND PERCENTAGE CHANGE FOR 23 POSITIONS
(U.S. VOLUNTARY AGENCIES)

Position & Year	Median Salary	% Increase from Previous Report	% Increase Through 1987[1]
Executive Directors			
1989[2]	$56,200		
1988	53,300		
1987	50,500	10.5%	55%
1985	45,700	9.6	
1983	41,700	8.3	
1982	38,500	6.1	
1981	36,300	11.3	
1980	32,600	4.6	
Assistant Executive Directors			
1989[2]	$42,700		
1988	40,500		
1987	38,400	2.7%	43%
1985	37,400	8.4	
1983	34,500	6.5	
1982	32,400	10.2	
1981	29,400	9.3	
1980	26,900	9.2	
Casework Directors/ Directors of Professional Services			
1989[2]	$37,000		
1988	35,000		
1987	33,200	9.0%	41%
1985	30,500	2.7	
1983	29,700	8.8	
1982	27,300	7.1	
1981	25,500	8.1	
1980	23,600	2.6	
Directors of Districts or Major Programs			
1989[2]	$34,000		
1988	32,300		
1987	30,600	13.3%	46%
1985	27,000	7.6	
1983	25,100	3.3	
1982	24,300	3.4	
1981	23,500	12.4	
1980	20,900	3.8	

(continued)

TABLE I–A (continued)
MEDIAN SALARY AND PERCENTAGE CHANGE FOR 23 POSITIONS
(U.S. VOLUNTARY AGENCIES)

Position & Year	Median Salary	% Increase from Previous Report	% Increase Through 1987[1]
Supervisors			
1989[2]	$28,300		
1988	26,300		
1987	25,400	1.6%	26%
1985	25,000	8.2	
1983	23,100	1.8	
1982	22,700	5.1	
1981	21,600	7.5	
1980	20,100	4.7	
Social Work Practitioners (with M.S.W. degree)			
1989[2]	$23,600		
1988	22,400		
1987	21,200	11.6%	36%
1985	19,000	6.1	
1983	17,900	2.3	
1982	17,500	2.9	
1981	17,000	9.0	
1980	15,600	5.8	
Social Work Practitioners (with some graduate education)			
1989[2]	$19,600		
1988	18,600		
1987	17,600	3.5%	22%
1985	17,000	–2.9	
1983	17,500	1.2	
1982	17,300	6.1	
1981	16,300	13.2	
1980	14,400	8.8	
Social Work Practitioners (with no graduate education)			
1989[2]	$17,900		
1988	17,000		
1987	16,200	8.0%	27%
1985	15,000	0.0	
1983	15,000	7.9	
1982	13,900	–2.1	
1981	14,200	10.9	
1980	12,800	3.9	

TABLE I–A (continued)
MEDIAN SALARY AND PERCENTAGE CHANGE FOR 23 POSITIONS
(U.S. VOLUNTARY AGENCIES)

Position & Year	Median Salary	% Increase from Previous Report	% Increase Through 1987[1]
Social Work Practitioners (with other graduate degree)			
1989[2]	$20,900		
1988	19,800		
1987	18,800	–1.0%	21%
1985	19,000	5.0	
1983	18,100	16.0	
1982	15,600	—[3]	
Social Work Assistants			
1989[2]	$15,600		
1988	14,800		
1987	14,000	12.0%	47%
1985	12,500	8.7	
1983	11,500	4.5	
1982	11,000	5.8	
1981	10,400	9.5	
1980	9,500	2.5	
Child Care Workers			
1989[2]	$14,200		
1988	13,500		
1987	12,800	2.4%	36%
1985	12,500	13.6	
1983	11,000	1.0	
1982	10,900	5.8	
1981	10,300	9.6	
1980	9,400	8.0	
Recreation Workers			
1989[2]	$16,200		
1988	15,400		
1987	14,600	16.8%	16%
1985	12,500	–3.1	
1983	12,900	2.4	
1982	12,600	5.9	

(continued)

TABLE I–A (continued)
MEDIAN SALARY AND PERCENTAGE CHANGE FOR 23 POSITIONS
(U.S. VOLUNTARY AGENCIES)

Position & Year	Median Salary	% Increase from Previous Report	% Increase Through 1987[1]
Residential Supervisors			
1989[2]	$20,700		
1988	19,600		
1987	18,600	6.3%	41%
1985	17,500	1.7	
1983	17,200	9.6	
1982	15,700	–1.9	
1981	16,000	21.2	
1980	13,200	–3.1	
Educational Directors[4] (day care)			
1989[2]	$24,800		
1988	23,500		
1987	22,300	–5.1%	39%
1985	23,500	41.6	
1983	16,600	3.8	
1982	16,000	—[3]	
Educational Directors (institution)			
1989[2]	$30,400		
1988	28,800		
1987	27,300	16.2%	34%
1985	23,500	3.1	
1983	22,800	12.3	
1982	20,300	6.8	
Teaching Assistants (day care)			
1989[2]	$12,600		
1988	11,900		
1987	11,300	2.7%	11%
1985	11,000	12.2	
1983	9,800	–3.9	
1982	10,200	20.9	

TABLE I–A (continued)
MEDIAN SALARY AND PERCENTAGE CHANGE FOR 23 POSITIONS
(U.S. VOLUNTARY AGENCIES)

Position & Year	Median Salary	% Increase from Previous Report	% Increase Through 1987[1]
Teaching Assistants (institution)			
1989[2]	$11,300		
1988	10,700		
1987	10,100	12.2%	26%
1985	9,000	11.1	
1983	8,100	1.3	
1982	8,000	3.9	
Teachers with graduate degree (day care)			
1989[2]	$18,700		
1988	17,700		
1987	16,800	15.9%	34%
1985	14,500	16.0	
1983	12,500	—[3]	
Teachers with graduate degree (institution)			
1989[2]	$22,700		
1988	21,500		
1987	20,400	31.6%	33%
1985	15,500	1.3	
1983	15,300	—[3]	
Teachers with Bachelor's degree (day care)			
1989[2]	$14,100		
1988	13,400		
1987	12,700	15.5%	18%
1985	11,000	1.9	
1983	10,800	—[3]	
Teachers with Bachelor's degree (institution)			
1989[2]	$18,900		
1988	17,900		
1987	17,300	19.3%	17%
1985	14,500	–2.0	
1983	14,800	—[3]	

(continued)

TABLE I–A (continued)
MEDIAN SALARY AND PERCENTAGE CHANGE FOR 23 POSITIONS
(U.S. VOLUNTARY AGENCIES)

Position & Year	Median Salary	% Increase from Previous Report	% Increase Through 1987[1]
Teachers with No Degrees (day care)			
1989[2]	$12,100		
1988	11,400		
1987	10,800	2.9%	23%
1985	10,500	19.3	
1983	8,800	—[3]	
Teachers with No Degrees (institution)			
1989[2]	$12,100		
1988	11,500		
1987	10,900	14.7%	15%
1985	9,500	—[3]	

[1]This can be compared with a 40.4% inflation rate for 1980–1987; a 16.1% inflation rate for 1982–1987; a 12.2% inflation rate for 1983–1987; and a 4.8% inflation rate for 1985–1987.
[2]All projections for 1988 and 1989 are based on a 5.5% average yearly salary increase.
[3]Data were not collected for this position in 1981; therefore, "percentage increase" could not be calculated.
[4]This and the positions following lacked sufficient data for further analysis in Section III.

TABLE I–B
SELECTED CHILD WELFARE POSITIONS THAT LOST MORE THAN TEN PERCENT IN BUYING POWER BETWEEN 1975 AND 1987

Position	1975 Median Salary	1987 Median Salary	1975 Equivalent	Percent Loss
Caseworker	$ 18,860	$ 33,200	$ 38,300	–13.3%
District Directors	16,900	30,600	34,300	–10.8
Supervisors of Practioners	15,600	25,400	31,800	-20.1
Residential Supervisors	11,900	18,600	24,300	–23.5
Social Work Practitioners (M.S.W.)	12,300	21,200	25,000	–15.2
Social Work Practitioners (some grad)	10,600	17,600	21,400	–17.8
Social Work Practitioners (no grad)	9,645	16,200	19,600	–17.3
Child Care Workers	7,218	12,800	14,700	–12.9

TABLE I–C
COMPARISON OF MEDIAN ANNUAL SALARIES OF CHILD WELFARE WORKERS (U.S. VOLUNTARY AGENCIES) AND OTHER SELECTED POSITIONS

Position[1]	Median Annual Salary[2]
Engineers (senior managers and researchers)	$78,049
Computer Systems Analysts (Senior)	59,841
Executive Directors	***50,500***
Assistant Executive Directors	***38,400***
Managers, Marketing, Advertising, and Public Relations	35,360
Public Accountants (Supervisors)	33,989
Casework Directors/Directors of Professional Services	***33,200***
Personnel and Labor Relations Managers	32,292
Teachers (college and university)	31,200
Director of District or Major Programs	***30,600***
Secretaries (senior)	29,014
Computer Systems Analysts (junior)	28,607
Telephone Line Repairmen	28,548
Educational Directors (institutions)	***27,300***
Administrators and Officials (public administration)	26,572
Engineers (recent graduates)	26,355
Teachers (secondary school)	25,012
Supervisors	***25,000***
Mail Carriers	24,804
Firefighters	24,182
Registered Nurses	24,127
Educational Directors (day care)	***22,300***
Auto Salesmen	22,048
Teachers (special education)	22,048
Teachers (elementary school)	21,944
Social Work Practitioners (with M.S.W. degree)	***21,200***
Public Accountants (new graduates)	21,006
Social Work Practitioners (with other graduate degree)	***18,800***
Residential Supervisors	***18,000***

TABLE I–C (continued)
COMPARISON OF MEDIAN ANNUAL SALARIES OF CHILD WELFARE WORKERS (U.S. VOLUNTARY AGENCIES) AND OTHER SELECTED POSITIONS

Position[1]	Median Annual Salary[2]
Social Work Practitioners (with some graduate education)	***17,600***
Teachers with Bachelor's degree (institution)	***17,300***
Teachers with graduate degree (day care)	***16,800***
Licensed Practical Nurses	16,487
Social Work Practitioners (with no graduate education)	***16,200***
Garbage Collectors	14,872
Recreation Workers	***14,600***
Nursing Assistants (experienced)	14,369
Teachers (prekindergarten and kindergarten)	14,248
Social Work Assistants / Case Aides	***14,000***
Janitors and Cleaners	12,844
Child Care Workers	***12,800***
Teachers with Bachelor's degree (day care)	***12,700***
Recreation Workers	12,064
Teaching Assistants (day care)	***11,300***
Teachers with no degree (institution)	***10,900***
Teachers with no degree (day care)	***10,800***
General Clerks (secretarial)	10,388
Teaching Assistants (institution)	***10,100***
Cashiers	9,412
Nursing Assistants (entry level)	8,558
Child Care Workers (private household)	6,292

[1]***Bold italics*** = Child welfare positions.
[2]Information on non-child welfare positions was obtained from "Weekly Earnings—A Look at More Than 200 Occupations," in *Monthly Labor Review* (June 1987): 41-46 and from "White Collar Salaries Varied Widely in the Service Industries in March 1987," in *NEWS*, United States Department of Labor, Bureau of Labor Statistics, July 29, 1987.

TABLE II–A(1)
EXECUTIVE DIRECTORS' SALARIES
BY TYPE OF AGENCY (ALL AGENCIES)

Type of Agency	# of Salaries	Lower Quartile[1]	Median[2]	Upper Quartile[3]
U.S. Voluntary	215	$ 42,000	$ 50,500	$ 60,000
U.S. Public	17	40,800	53,400	68,900
Canadian	9			
(in U.S. $)		43,000	49,700	54,300
(in Canadian $)		57,000	66,000	72,100

[1]The lower quartile is a point below which 25% of the salaries fall and above which 75% of the salaries fall.
[2]The median is a point below which 50% of the salaries fall and above which 50% of the salaries fall.
[3]The upper quartile is a point below which 75% of the salaries fall and above which 25% of the salaries fall.

TABLE II–A(2)
EXECUTIVE DIRECTORS' SALARIES BY SELECTED OTHER VARIABLES
(U.S. VOLUNTARY AGENCIES)

Variable	# of Salaries	Lower Quartile[1]	Median[2]	Upper Quartile[3]
Census Region				
Northeast	70	$ 44,300	$ 52,100	$ 61,500
North Central	74	42,200	51,300	59,000
South	41	34,200	45,000	51,500
West	30	44,900	53,700	61,500
Staff Size				
1–24 employees	58	$ 33,400	$ 40,000	$ 49,000
25–55 employees	59	42,300	48,500	53,300
56–92 employees	58	46,400	52,800	62,400
93 or more employees	40	55,000	62,200	73,400
Agency Income				
Less than $920,000	51	$ 31,500	$ 36,000	$ 44,500
$920,000–$1.7 million	55	44,000	49,500	53,400
$1.7 million–$3.3 million	53	46,400	52,000	60,500
Greater than $3.3 million	52	57,000	63,800	73,400
Population of Main Office Locale				
Less than 10,000	11	$ 29,000	$ 44,600	$ 57,000
10,000–49,999	35	38,000	49,000	56,200
50,000–249,999	60	41,900	50,000	58,400
250,000–499,999	46	42,300	47,600	59,300
Greater than 500,000	63	45,000	54,000	67,000

[1]The lower quartile is a point below which 25% of the salaries fall and above which 75% of the salaries fall.
[2]The median is a point below which 50% of the salaries fall and above which 50% of the salaries fall.
[3]The upper quartile is a point below which 75% of the salaries fall and above which 25% of the salaries fall.

TABLE II–B(1)
ASSISTANT EXECUTIVE DIRECTORS' SALARIES
BY TYPE OF AGENCY (ALL AGENCIES)

Type of Agency	# of Salaries	Lower Quartile[1]	Median[2]	Upper Quartile[3]
U.S. Voluntary	157	$ 32,700	$ 38,400	$ 46,500
U.S. Public	23	42,300	45,500	50,900
Canadian	7			
(in U.S. $)		39,500	44,000	47,900
(in Canadian $)		52,400	58,400	63,500

[1]The lower quartile is a point below which 25% of the salaries fall and above which 75% of the salaries fall.
[2]The median is a point below which 50% of the salaries fall and above which 50% of the salaries fall.
[3]The upper quartile is a point below which 75% of the salaries fall and above which 25% of the salaries fall.

TABLE II–B(2)
ASSISTANT EXECUTIVE DIRECTORS' SALARIES BY SELECTED OTHER VARIABLES (U.S. VOLUNTARY AGENCIES)

Variable	# of Salaries	Lower Quartile[1]	Median[2]	Upper Quartile[3]
Census Region				
Northeast	53	$ 33,900	$ 41,400	$ 49,000
North Central	55	35,000	41,800	45,200
South	22	24,800	32,800	37,200
West	27	30,800	37,000	50,100
Staff Size				
1–24 employees	17	$ 23,400	$ 32,000	$ 38,200
25–55 employees	31	30,900	34,500	44,400
56–92 employees	54	32,700	38,100	44,800
93 or more employees	53	41,300	46,400	53,400
Agency Income				
Less than $920,000	13	$ 21,500	$ 24,000	$ 31,500
$920,000–$1.7 million	28	31,700	34,200	37,800
$1.7 million–$3.3 million	45	33,000	38,600	43,500
Greater than $3.3 million	61	42,500	47,800	53,100
Population of Main Office Locale				
Less than 10,000	6	$ 21,200	$ 38,000	$ 47,200
10,000–49,999	30	30,300	35,700	44,500
50,000–249,999	36	34,100	39,000	47,800
250,000–499,999	37	29,400	35,100	38,100
Greater than 500,000	48	36,900	45,000	49,000

[1]The lower quartile is a point below which 25% of the salaries fall and above which 75% of the salaries fall.
[2]The median is a point below which 50% of the salaries fall and above which 50% of the salaries fall.
[3]The upper quartile is a point below which 75% of the salaries fall and above which 25% of the salaries fall.

TABLE II–C(1)
CASEWORK DIRECTORS' SALARIES BY TYPE OF AGENCY
(ALL AGENCIES)

Type of Agency	# of Salaries	Lower Quartile[1]	Median[2]	Upper Quartile[3]
U.S. Voluntary	269	$ 28,000	$ 33,200	$ 38,300
U.S. Public	48	35,500	38,000	51,800
Canadian	24			
(in U.S. $)		33,300	42,500	44,300
(in Canadian $)		44,200	56,300	58,800

[1]The lower quartile is a point below which 25% of the salaries fall and above which 75% of the salaries fall.
[2]The median is a point below which 50% of the salaries fall and above which 50% of the salaries fall.
[3]The upper quartile is a point below which 75% of the salaries fall and above which 25% of the salaries fall.

TABLE II–C(2)
CASEWORK DIRECTORS' SALARIES BY SELECTED OTHER VARIABLES
(U.S. VOLUNTARY AGENCIES)

Variable	# of Salaries	Lower Quartile[1]	Median[2]	Upper Quartile[3]
Census Region				
Northeast	95	$ 29,000	$ 33,700	$ 38,100
North Central	105	28,100	33,500	38,700
South	47	25,900	29,600	34,900
West	22	29,800	33,800	40,800
Staff Size				
1–24 employees	36	$ 24,800	$ 29,500	$ 33,300
25–55 employees	63	28,000	32,900	35,400
56–92 employees	83	28,900	35,200	39,800
93 or more employees	81	30,800	39,000	41,200
Agency Income				
Less than $920,000	32	$ 21,500	$ 27,000	$ 31,000
$920,000–$1.7 million	42	27,000	31,800	35,400
$1.7 million–$3.3 million	73	29,800	34,000	38,600
Greater than $3.3 million	113	32,000	39,300	43,000
Population of Main Office Locale				
Less than 10,000	13	$ 26,800	$ 35,400	$ 41,000
10,000–49,999	42	24,200	28,800	35,600
50,000–249,999	66	29,200	33,800	38,800
250,000–499,999	64	27,300	32,300	35,200
Greater than 500,000	84	30,000	33,800	39,900

[1]The lower quartile is a point below which 25% of the salaries fall and above which 75% of the salaries fall.
[2]The median is a point below which 50% of the salaries fall and above which 50% of the salaries fall.
[3]The upper quartile is a point below which 75% of the salaries fall and above which 25% of the salaries fall.

TABLE II–D(1)
DISTRICT DIRECTORS' SALARIES BY TYPE OF AGENCY
(ALL AGENCIES)

Type of Agency	# of Salaries	Lower Quartile[1]	Median[2]	Upper Quartile[3]
U.S. Voluntary	517	$ 25,600	$ 30,600	$ 35,300
U.S. Public	86	36,700	40,600	49,200
Canadian	29			
(in U.S. $)		33,400	38,100	38,600
(in Canadian $)		44,300	50,100	51,200

[1]The lower quartile is a point below which 25% of the salaries fall and above which 75% of the salaries fall.
[2]The median is a point below which 50% of the salaries fall and above which 50% of the salaries fall.
[3]The upper quartile is a point below which 75% of the salaries fall and above which 25% of the salaries fall.

TABLE II–D(2)
DISTRICT DIRECTORS' SALARIES BY CENSUS REGION
(U.S. VOLUNTARY AGENCIES)

Census Region	# of Salaries	Lower Quartile[1]	Median[2]	Upper Quartile[3]
Northeast	220	$ 26,400	$ 30,500	$ 35,000
North Central	175	27,400	32,000	36,000
South	68	20,700	25,300	33,000
West	54	22,200	30,400	35,400

[1]The lower quartile is a point below which 25% of the salaries fall and above which 75% of the salaries fall.
[2]The median is a point below which 50% of the salaries fall and above which 50% of the salaries fall.
[3]The upper quartile is a point below which 75% of the salaries fall and above which 25% of the salaries fall.

TABLE II–E(1)
SUPERVISORS' SALARIES BY TYPE OF AGENCY
(ALL AGENCIES)

Type of Agency	# of Salaries	Lower Quartile[1]	Median[2]	Upper Quartile[3]
U.S. Voluntary	607	$ 22,200	$ 25,400	$ 28,800
U.S. Public	651	29,100	32,400	35,000
Canadian	127			
(in U.S. $)		22,600	24,700	26,500
(in Canadian $)		30,000	32,800	35,200

[1]The lower quartile is a point below which 25% of the salaries fall and above which 75% of the salaries fall.
[2]The median is a point below which 50% of the salaries fall and above which 50% of the salaries fall.
[3]The upper quartile is a point below which 75% of the salaries fall and above which 25% of the salaries fall.

TABLE II–E(2)
SUPERVISORS' SALARIES BY CENSUS REGION
(U.S. VOLUNTARY AGENCIES)

Census Region	# of Salaries	Lower Quartile[1]	Median[2]	Upper Quartile[3]
Northeast	277	$ 22,300	$ 25,600	$ 28,400
North Central	229	22,000	25,100	29,000
South	77	22,500	25,300	28,900
West	24	23,000	25,700	29,000

[1]The lower quartile is a point below which 25% of the salaries fall and above which 75% of the salaries fall.
[2]The median is a point below which 50% of the salaries fall and above which 50% of the salaries fall.
[3]The upper quartile is a point below which 75% of the salaries fall and above which 25% of the salaries fall.

TABLE II–F(1)
SOCIAL WORK PRACTITIONERS' SALARIES
BY TYPE OF AGENCY

Type of Agency	# of Salaries	Lower Quartile[1]	Median[2]	Upper Quartile[3]
U.S. Voluntary				
With M.S.W. degree	2047	$ 18,800	$ 21,200	$ 23,800
With some graduate education	181	15,700	17,600	19,700
With no graduate education	891	14,600	16,200	19,300
With other graduate degree	378	16,600	18,800	21,500
U.S. Public				
With M.S.W. degree	903	25,000	25,900	35,300
With some graduate education	1282	26,100	27,700	30,200
With no graduate education	1207	20,000	24,700	30,500
With other graduate degree	204	24,200	26,800	28,800
Canadian				
With M.S.W. degree	404			
(in U.S. $)		22,600	24,700	26,500
(in Canadian $)		30,000	32,800	35,200
With some graduate education	53			
(in U.S. $)		18,700	20,800	24,300
(in Canadian $)		24,800	27,500	32,200
With no graduate education	273			
(in U.S. $)		18,800	22,300	25,300
(in Canadian $)		25,000	29,500	33,600
With other graduate degree	31			
(in U.S. $)		19,100	20,600	23,300
(in Canadian $)		25,400	27,400	30,900

[1]The lower quartile is a point below which 25% of the salaries fall and above which 75% of the salaries fall.
[2]The median is a point below which 50% of the salaries fall and above which 50% of the salaries fall.
[3]The upper quartile is a point below which 75% of the salaries fall and above which 25% of the salaries fall.

TABLE II–F(2)
SALARIES OF SOCIAL WORK PRACTITIONERS WITH M.S.W. BY CENSUS REGION AND STAFF SIZE (U.S. VOLUNTARY AGENCIES)

Variable	# of Salaries	Lower Quartile[1]	Median[2]	Upper Quartile[3]
Census Region				
Northeast	804	$ 19,400	$ 21,500	$ 24,000
North Central	691	18,600	21,400	23,700
South	323	18,000	19,700	22,100
West	229	18,700	21,800	26,000
Staff Size				
1–24 employees	204	$ 19,100	$ 21,800	$ 25,300
25–55 employees	424	18,200	20,700	23,600
56–92 employees	558	18,500	21,000	23,800
93 or more employees	853	19,100	21,400	23,600

[1]The lower quartile is a point below which 25% of the salaries fall and above which 75% of the salaries fall.
[2]The median is a point below which 50% of the salaries fall and above which 50% of the salaries fall.
[3]The upper quartile is a point below which 75% of the salaries fall and above which 25% of the salaries fall.

TABLE II–F(3.1)
TRENDS IN SALARIES PAID TO SOCIAL WORK PRACTITIONERS WITH M.S.W. DEGREES (VOLUNTARY AGENCIES)

Salary	1982 (n = 1910)	1983 (n = 1853)	1985 (n = 1895)	1987* (n = 2047)
Under $12,000	2%	2%	1%	0%
$12,000–$13,999	8	4	2	1
$14,000–$15,999	21	19	11	2
$16,000–$17,999	24	27	19	14
$18,000–$19,999	16	19	20	22
$20,000–$23,999	29	17	26	38
$24,000 or more		12	21	23
Total	*100%*	*100%*	*100%*	*100%*

*Data for 1982–1985 includes Canadian agencies. Data for 1987 does not include Canadian agencies.

TABLE II–F(3.2)
TRENDS IN SALARIES PAID TO SOCIAL WORK PRACTITIONERS WITH SOME GRADUATE EDUCATION (VOLUNTARY AGENCIES)

Salary	1982 (n = 362)	1983 (n = 277)	1985 (n = 141)	1987* (n = 181)
Under $12,000	8%	12%	13%	3%
$12,000–$13,999	18	16	11	9
$14,000–$15,999	11	13	20	15
$16,000–$17,999	22	12	18	29
$18,000–$19,999	12	9	9	22
$20,000–$23,999	29	27	16	16
$24,000 or more		11	13	6
Total	*100%*	*100%*	*100%*	*100%*

*Data for 1982–1985 includes Canadian agencies. Data for 1987 does not include Canadian agencies.

TABLE II–F(3.3)
TRENDS IN SALARIES PAID TO SOCIAL WORK PRACTITIONERS WITH OTHER GRADUATE DEGREE (VOLUNTARY AGENCIES)

Salary	1982 (n = 241)	1983 (n = 199)	1985 (n = 247)	1987* (n = 370)
Under $12,000	10%	6%	4%	1%
$12,000–$13,999	22	11	9	6
$14,000–$15,999	22	19	11	11
$16,000–$17,999	12	14	22	23
$18,000–$19,999	10	17	16	22
$20,000–$23,999	24	22	20	28
$24,000 or more		11	18	9
Total	*100%*	*100%*	*100%*	*100%*

*Data for 1982–1985 includes Canadian agencies. Data for 1987 does not include Canadian agencies.

TABLE II–F(3.4)
TRENDS IN SALARIES PAID TO SOCIAL WORK PRACTITIONERS WITH NO GRADUATE EDUCATION (VOLUNTARY AGENCIES)

Salary	1982 (n = 623)	1983 (n = 474)	1985 (n = 679)	1987* (n = 891)
Under $12,000	25%	17%	9%	2%
$12,000–$13,999	34	31	29	12
$14,000–$15,999	26	20	18	34
$16,000–$17,999	9	10	13	20
$18,000–$19,999	3	7	5	11
$20,000–$23,999	3	9	5	19
$24,000 or more		6	21	2
Total	*100%*	*100%*	*100%*	*100%*

*Data for 1982–1985 includes Canadian agencies. Data for 1987 does not include Canadian agencies.

TABLE II–G(1)
SOCIAL WORK ASSISTANTS' SALARIES BY TYPE OF AGENCY
(ALL AGENCIES)

Type of Agency	# of Salaries	Lower Quartile[1]	Median[2]	Upper Quartile[3]
U.S. Voluntary	296	$ 11,500	$ 14,000	$ 15,900
U.S. Public	194	14,500	16,900	22,500
Canadian[4]	—	—	—	—

[1]The lower quartile is a point below which 25% of the salaries fall and above which 75% of the salaries fall.
[2]The median is a point below which 50% of the salaries fall and above which 50% of the salaries fall.
[3]The upper quartile is a point below which 75% of the salaries fall and above which 25% of the salaries fall.
[4]Adequate number of salaries for analysis not reported.

TABLE II–G(2)
SOCIAL WORK ASSISTANTS' SALARIES BY CENSUS REGION
(U.S. VOLUNTARY AGENCIES)

Census Region	# of Salaries	Lower Quartile[1]	Median[2]	Upper Quartile[3]
Northeast	129	$ 12,600	$ 14,600	$ 16,300
North Central	114	11,000	13,300	15,700
South	40	10,000	13,000	15,600
West	13	12,400	15,300	15,900

[1]The lower quartile is a point below which 25% of the salaries fall and above which 75% of the salaries fall.
[2]The median is a point below which 50% of the salaries fall and above which 50% of the salaries fall.
[3]The upper quartile is a point below which 75% of the salaries fall and above which 25% of the salaries fall.

TABLE II–G(3)
TRENDS IN SALARIES PAID TO SOCIAL WORK ASSISTANTS
(U.S. VOLUNTARY AGENCIES)

Salary	1982 (n = 159)*	1983 (n = 162)*	1985 (n = 194)*	1987 (n = 296)*
Under $9,000	14%	10%	11%	8%
$9,000–$9,999	18	17	6	4
$10,000–$10,999	18	15	15	7
$11,000–$11,999	11	16	10	12
$12,000–$12,999	20	16	12	9
$13,000–$13,999	9	10	7	10
$14,000 or more	10	16	39	50
Total	*100%*	*100%*	*100%*	*100%*

*N equals number of salaries reported.

TABLE II–H(1)
CHILD CARE WORKERS' SALARIES BY TYPE OF AGENCY
(ALL AGENCIES)

Type of Agency	# of Salaries	Lower Quartile[1]	Median[2]	Upper Quartile[3]
U.S. Voluntary				
Not full maintenance[4]	3123	$ 11,100	$ 12,900	$ 14,800
Full maintenance	989	11,100	12,700	14,700
U.S. Public				
Not full maintenance	464	14,000	17,400	22,700
Full maintenance[5]	—	—	—	—
Canadian				
Not full maintenance	307			
(in U.S. $)		15,600	17,800	19,100
(in Canadian $)		20,700	23,600	25,300
Full maintenance	109			
(in U.S. $)		15,600	16,800	18,400
(in Canadian $)		20,600	22,300	24,300

[1]The lower quartile is a point below which 25% of the salaries fall and above which 75% of the salaries fall.
[2]The median is a point below which 50% of the salaries fall and above which 50% of the salaries fall.
[3]The upper quartile is a point below which 75% of the salaries fall and above which 25% of the salaries fall.
[4]Full maintenance is the provision of meals and residential quarters such that the worker does not need to maintain a separate residence.
[5]Adequate number of salaries for analysis not reported.

TABLE II–H(2)
CHILD CARE WORKERS' SALARIES BY CENSUS REGION
(U.S. VOLUNTARY AGENCIES)

Census Region	# of Salaries	Lower Quartile[1]	Median[2]	Upper Quartile[3]
Northeast				
Not full maintenance[4]	1115	$ 11,900	$ 13,400	$ 15,200
Full maintenance	442	12,100	13,200	15,200
North Central				
Not full maintenance	1074	$ 11,000	$ 12,600	$ 14,700
Full maintenance	220	10,700	12,100	13,700
South				
Not full maintenance	445	$ 9,600	$ 11,300	$ 13,400
Full maintenance	158	8,700	11,100	12,300
West				
Not full maintenance	489	$ 10,800	$ 13,300	$ 15,300
Full maintenance	169	11,700	14,400	16,100

[1]The lower quartile is a point below which 25% of the salaries fall and above which 75% of the salaries fall.
[2]The median is a point below which 50% of the salaries fall and above which 50% of the salaries fall.
[3]The upper quartile is a point below which 75% of the salaries fall and above which 25% of the salaries fall.
[4]Full maintenance is the provision of meals and residential quarters such that the worker does not need to maintain a separate residence.

TABLE II–H(3)
TRENDS IN SALARIES PAID TO CHILD CARE WORKERS
(U.S. VOLUNTARY AGENCIES)

	% of Child Care Workers				*% of Sample from 1987*	
Salary	**1982** *(n = 2885)**	**1983** *(n = 2696)**	**1985** *(n = 3089)**	**1987** *(n = 4112)**	**Full Maintenance[1]** *(n = 989)**	**Not Full Maintenance** *(n = 3123)**
Under $8,000	7 %	5 %	4 %	2 %	3 %	2 %
$8,000–$9,999	25	26	14	10	9	11
$10,000–$11,999	36	36	31	24	25	23
$12,000–$13,999	32	17	23	31	31	31
$14,000 or more		16	28	33	32	33
Total	*100 %*	*100 %*	*100 %*	*100 %*	*100 %*	*100 %*

*N equals number of salaries reported.
[1]Full maintenance is the provision of meals and residential quarters such that the worker does not need to maintain a separate residence.

TABLE II–I(1)
RECREATION WORKERS' SALARIES BY TYPE OF AGENCY
(ALL AGENCIES)

Type of Agency	# of Salaries	Lower Quartile[1]	Median[2]	Upper Quartile[3]
U.S. Voluntary	211	$ 11,500	$ 14,600	$ 17,700
U.S. Public	52	13,300	14,700	16,000
Canadian[4]	—	—	—	—

[1]The lower quartile is a point below which 25% of the salaries fall and above which 75% of the salaries fall.
[2]The median is a point below which 50% of the salaries fall and above which 50% of the salaries fall.
[3]The upper quartile is a point below which 75% of the salaries fall and above which 25% of the salaries fall.
[4]Adequate number of salaries for analysis not reported.

TABLE II–I(2)
RECREATION WORKERS' SALARIES BY CENSUS REGION
(U.S. VOLUNTARY AGENCIES)

Census Region	# of Salaries	Lower Quartile[1]	Median[2]	Upper Quartile[3]
Northeast	68	$ 9,100	$ 15,100	$ 18,000
North Central	72	10,100	13,900	16,800
South	27	13,300	16,200	18,600
West	44	11,800	14,000	16,700

[1]The lower quartile is a point below which 25% of the salaries fall and above which 75% of the salaries fall.
[2]The median is a point below which 50% of the salaries fall and above which 50% of the salaries fall.
[3]The upper quartile is a point below which 75% of the salaries fall and above which 25% of the salaries fall.

TABLE II–I(3)
TRENDS IN SALARIES PAID TO RECREATION WORKERS
(U.S. VOLUNTARY AGENCIES)

Salary	1982 (n = 115)*	1983 (n = 130)*	1985 (n = 133)*	1987 (n = 211)*
Under $10,000	16%	8%	15%	23%
$10,000–$11,999	25	31	28	10
$12,000–$13,999	23	22	21	14
$14,000–$15,999	15	14	14	18
$16,000–$17,999	9	15	11	12
$18,000 or more	12	10	11	23
Total	*100%*	*100%*	*100%*	*100%*

*N equals number of salaries reported.

TABLE II–J(1)
RESIDENTIAL SUPERVISORS' SALARIES BY TYPE OF AGENCY (ALL AGENCIES)

Type of Agency	# of Salaries	Lower Quartile[1]	Median[2]	Upper Quartile[3]
U.S. Voluntary				
Not full maintenance[4]	419	$ 16,100	$ 18,900	$ 22,100
Full maintenance	123	16,200	17,700	20,500
U.S. Public				
Not full maintenance	60	19,300	23,500	30,800
Full maintenance[5]	—	—	—	—
Canadian				
Not full maintenance	66			
(in U.S. $)		17,900	22,800	23,100
(in Canadian $)		23,700	30,200	30,600
Full maintenance[5]	—	—	—	—

[1]The lower quartile is a point below which 25% of the salaries fall and above which 75% of the salaries fall.
[2]The median is a point below which 50% of the salaries fall and above which 50% of the salaries fall.
[3]The upper quartile is the point below which 75% of the salaries fall and above which 25% of the salaries fall.
[4]Full maintenance is the provision of meals and residential quarters such that the worker does not need to maintain a separate residence.
[5]Adequate number of salaries for analysis not reported.

TABLE II–J(2)
RESIDENTIAL SUPERVISORS' SALARIES BY CENSUS REGION
(U.S. VOLUNTARY AGENCIES)

Census Region	# of Salaries	Lower Quartile[1]	Median[2]	Upper Quartile[3]
Northeast				
Not full maintenance[4]	143	$ 16,200	$ 19,300	$ 22,400
Full maintenance	72	16,800	17,800	20,200
North Central				
Not full maintenance	151	$ 16,300	$ 18,900	$ 21,800
Full maintenance	26	15,400	19,000	21,900
South				
Not full maintenance	46	$ 14,900	$ 18,700	$ 21,900
Full maintenance	13	14,100	14,700	19,700
West				
Not full maintenance	79	$ 15,400	$ 18,700	$ 12,500
Full maintenance	12	14,000	16,000	19,500

[1]The lower quartile is a point below which 25% of the salaries fall and above which 75% of the salaries fall.
[2]The median is a point below which 50% of the salaries fall and above which 50% of the salaries fall.
[3]The upper quartile is the point below which 75% of the salaries fall and above which 25% of the salaries fall.
[4]Full maintenance is the provision of meals and residential quarters such that the worker does not need to maintain a separate residence.

TABLE II–J(3)
TRENDS IN SALARIES PAID TO RESIDENTIAL SUPERVISORS
(U.S. VOLUNTARY AGENCIES)

	% of Child Care Workers				*% of Sample from 1987*	
Salary	**1982** *(n = 418)**	**1983** *(n = 421)**	**1985** *(n = 461)**	**1987** *(n = 542)**	**Full Maintenance[1]** *(n =123)**	**Not Full Maintenance** *(n = 419)**
Under $12,000	15 %	7 %	0 %	10 %	7 %	11 %
$12,000–$13,999	18	13	0			
$14,000–$15,999	20	20	31	13	14	13
$16,000–$17,999	12	16	21	19	34	15
$18,000–$19,999	11	12	11	19	15	20
$20,000–$21,999	24	9	5	15	13	16
$22,000–$23,999		8	7	6	6	7
$24,000 or more		15	25	18	11	18
Total	*100 %*	*100 %*	*100 %*	*100 %*	*100 %*	*100 %*

*N equals number of salaries reported.
[1]Full maintenance is the provision of meals and residential quarters such that the worker does not need to maintain a separate residence.

TABLE III–A
TYPES OF AGENCIES REPORTING
(ALL AGENCIES)

Type of Agency	# of Agencies
U.S. Voluntary	229
U.S. Public	18
Canadian	10
Total	257

TABLE III–B
TYPES OF AGENCIES REPORTING BY CENSUS REGION

Census Region	# of U.S. Voluntary Agencies	# of U.S. Public Agencies
Northeast[1]	75	2
North Central[2]	78	5
South[3]	44	8
West[4]	31	3
Total	*229*	*18*

[1]The Northeast Census Region includes the following states: New Hampshire, New Jersey, Connecticut, Maine, Massachusetts, New York, Pennsylvania, Rhode Island, and Vermont.
[2]The North Central Census Region includes the following states: Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, South Dakota, Ohio, and Wisconsin.
[3]The South Census Region includes the following states: Alabama, Arkansas, Delaware, Florida, Georgia, Kentucky, Louisiana, Maryland, Mississippi, North Carolina, South Carolina, Oklahoma, Tennessee, Texas, Virginia, West Virginia. The District of Columbia also is included in this region.
[4]The West Census Region includes the following states: Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, Wyoming.

TABLE III–C
STAFF SIZE OF AGENCIES REPORTING
(ALL AGENCIES)

Type of Agency	# of Agencies	# of Employees		
		Lower Quartile[1]	Median[2]	Upper Quartile[3]
U.S. Voluntary	229	23	49	77
U.S. Public	18	71	173	379
Canadian	10	64	138	294

[1]The lower quartile is a point below which 25% of the salaries fall and above which 75% of the salaries fall.
[2]The median is a point below which 50% of the salaries fall and above which 50% of the salaries fall.
[3]The upper quartile is a point below which 75% of the salaries fall and above which 25% of the salaries fall.

TABLE III–D
AGENCY INCOME OF AGENCIES REPORTING
(ALL AGENCIES)

Type of Agency	# of Agencies	*Agency Income* Lower Quartile[1]	Median[2]	Upper Quartile[3]
U.S. Voluntary	225	$ 921,600	$ 1,735,500	$ 3,313,000
U.S. Public	14	1,433,200	9,643,800	24,565,600
Canadian	10			
(in U.S. $)		1,768,700	6,671,500	17,873,500
(in Canadian $)		2,346,100	8,849,300	23,708,000

[1]The lower quartile is a point below which 25% of the salaries fall and above which 75% of the salaries fall.
[2]The median is a point below which 50% of the salaries fall and above which 50% of the salaries fall.
[3]The upper quartile is a point below which 75% of the salaries fall and above which 25% of the salaries fall.

TABLE III--E
TYPES OF AGENCIES REPORTING
BY POPULATION OF LOCALE OF AGENCY'S MAIN OFFICE

Population	# of U.S. Voluntary Agencies	# of U.S. Public Agencies
Under 10,000	13	0
10,000–49,999	39	3
50,000–249,999	62	8
250,000–499,999	47	5
500,000 or more	68	2
Total	*229*	*18*

TABLE III–F
TOTAL NUMBER OF EMPLOYEES BY TYPE OF AGENCY

Position	Part Time	Full Time	Total
Executive Directors			
Canadian	0	10	10
U.S. Public	0	17	17
U.S. Voluntary	2	226	228
Total	2	253	255
Assistant Executive Directors			
Canadian	0	7	7
U.S. Public	0	23	23
U.S. Voluntary	5	150	155
Total	5	180	185
Casework Directors/ Directors of Professional Services			
Canadian	1	24	25
U.S. Public	0	48	48
U.S. Voluntary	11	269	280
Total	12	341	354
Directors of Districts/ Major Programs			
Canadian	5	29	34
U.S. Public	0	86	86
U.S. Voluntary	16	517	533
Total	21	632	653
Supervisors			
Canadian	6	127	133
U.S. Public	4	651	655
U.S. Voluntary	47	607	654
Total	57	1385	1442
Social Work Practitioners (with M.S.W. degree)			
Canadian	90	404	494
U.S. Public	83	903	986
U.S. Voluntary	385	2047	2432
Total	558	3354	3912

(continued)

TABLE III–F (continued)
TOTAL NUMBER OF EMPLOYEES
BY TYPE OF AGENCY

Position	Part Time	Full Time	Total
Social Work Practitioners (with some graduate education)			
Canadian	8	53	61
U.S. Public	5	1282	1287
U.S. Voluntary	46	181	227
Total	59	1516	1575
Social Work Practitioners (with no graduate education)			
Canadian	24	273	297
U.S. Public	35	1207	1242
U.S. Voluntary	125	891	1016
Total	194	2371	2565
Social Work Practitioners (with other graduate degree)			
Canadian	4	31	35
U.S. Public	3	204	207
U.S. Voluntary	81	378	459
Total	88	613	701
Social Work Assistants			
Canadian	3	6	9
U.S. Public	17	194	211
U.S. Voluntary	145	296	441
Total	165	496	661
Child Care Workers			
Canadian	67	416	483
U.S. Public	226	464	690
U.S. Voluntary	1105	4112	5217
Total	1398	4992	6390
Recreation Workers			
Canadian	1	6	7
U.S. Public	17	52	69
U.S. Voluntary	217	211	428
Total	235	269	504

TABLE III–F (continued)
TOTAL NUMBER OF EMPLOYEES
BY TYPE OF AGENCY

Position	Part Time	Full Time	Total
Residential Supervisors			
Canadian	0	77	77
U.S. Public	0	60	60
U.S. Voluntary	8	542	550
Total	8	679	687
Educational Directors			
Canadian	0	1	1
U.S. Public	0	8	8
U.S. Voluntary	12	124	136
Total	12	133	145
Teaching Assistants			
Canadian	2	7	9
U.S. Public	1	6	7
U.S. Voluntary	181	438	619
Total	184	451	635
Teachers			
Canadian	0	10	10
U.S. Public	0	13	13
U.S. Voluntary	66	794	860
Total	66	817	883
Other Professionals			
Canadian	113	57	170
U.S. Public	23	137	160
U.S. Voluntary	512	1423	1935
Total	648	1617	2265
Total Employees			
Canadian	244	1538	1782
U.S. Public	414	5355	5769
U.S. Voluntary	2964	13,206	16,170
Total	3622	20,099	23,721

APPENDIX
DESCRIPTION OF POSITIONS AND CORRESPONDING TABLE REFERENCES

Executive Directors (see tables I-A, II-A(1), and II-A(2))

Persons responsible for overall direction and administration of the organization.

Assistant Executive Directors (see tables I-A, II-B(1), and II-B(2))

Professional employees with full responsibility for specific aspects of the agency's general operation who act for the Executive Director in his or her absence.

Casework Directors / Directors of Professional Services (see tables I-A, II-C(1), and II-C(2))

Persons responsible for the development and operation of the social work program of the agency, including staff development.

Directors of Districts/ Major Programs (see tables I-A, II-D(1), and II-D(2))

Staff responsible for administration of district offices (not outposts) or equally significant units.

Supervisors (see tables I-A, II-E(1), and II-E(2))

Staff whose primary responsibility is the direction or supervision of social work practitioners or students.

Practitioners in Social Work (see tables I-A, II-F(1), II-F(2), and II-F(3))

Staff who provide direct services to families and individuals through casework, group work, or advocacy; or to other organizations or community groups through consultation, education, or community organization.

With M.S.W. degree—Practitioners with completed social work graduate education.
With some graduate education—Practitioners with some social work graduate education.
With no graduate education—Practitioners with no social work graduate education and no other graduate degree.
With other graduate degree—Practitioners with no social work graduate education, but graduate degree in other field.

Social Work Assistants (see tables I-A, II-G(1), II-G(2), and II-G(3))

Staff who assist practitioners in providing services and are directed by them in carrying out assignments.

Child Care Workers (see tables I-A, II-H(1), II-H(2), and II-H(3))

Staff, other than nurses, whose primary responsibility is the daily care and supervision of children living in an institution or other residential facility.

Recreation Workers (see tables I-A, II-I(1), II-I(2), and II-I(3)

Staff engaged in planning, directing, or carrying out recreational programs and activities, such as sports, arts and crafts, etc.

Residential Supervisors (see tables I-A, II-J(1), II-J(2), and II-J(3))

Staff responsible for the operation of an institutional program or a unit of it and for supervision of an institution's child care staff.

Education Personnel (see table I-A)

Educational Director—Staff, other than the agency executive director, responsible for planning and administering the educational program of an institution or day care center and for supervision of teachers.

Teachers—Staff employed by the agency in a school or day care center operated by the agency, who are responsible for education of assigned groups, including daily program planning and supervision of assistant staff.

Teacher Aides / Assistant Teachers—Staff employed by the agency to carry out assigned responsibilities under the direction of teachers.